# MODULE 4 UNIT 2

## Activity submission

Learning outcome:

LO3: Deconstruct how effective leaders use visioning to inspire and motivate others.

### Name: Donal Phipps

#### 1. Instructions and guidelines (Read carefully)

##### Instructions

1. Insert your name and surname in the space provided above, as well as in the **file name.** Save the file as: **First name Surname M4 U2 Activity Submission** – **e.g., Lilly Smith M4 U2 Activity Submission.** **NB:** *Please ensure that you use the name that appears in your participant profile on the Online Campus.*

2. Write all your answers in this document. There is an instruction that says, “Start writing here” under each question. Please type your answer there.

3. Submit your assignment in **Microsoft Word only**. No other file types will be accepted.

4. Do **not delete the plagiarism declaration** or the **assignment instructions and guidelines**. They must remain in your assignment when you submit.

**PLEASE NOTE:** **Plagiarism cases will be investigated in line with the Terms and Conditions for Participants.**

IMPORTANT NOTICE: Please ensure that you have checked your program calendar for the due date for this assignment.

##### Guidelines

1. There are 5 pages and 2 questions in this assignment.

2. Make sure that you have carefully read and fully understood the questions before answering them. Answer the questions fully but concisely and as directly as possible. Follow all specific instructions for individual questions (e.g. “list,” “in point form”).

3. Answer all questions in your own words. Do not copy any text from the notes, readings, or other sources. **The assignment must be your own work only.**

|  |
| --- |
| **Plagiarism declaration:** |
| **1. I know that plagiarism is wrong. Plagiarism is to use another’s work and pretend that it is one’s own.**  **2. This assignment is my own work.**  **3. I have not allowed, and will not allow, anyone to copy my work with the intention of passing it off as his or her own work.**  **4. I acknowledge that copying someone else’s assignment (or part of it) is wrong, and declare that my assignments are my own work.** |

#### 2. Questions

In the preceding casebook, Dr. Andy Plump, Dr. Kristina Allikmets, and Maeve Coburn discussed how they, or their organization’s leadership, inspired and motivated others to share in a vison. In this activity submission, you are required to select one case from the casebook and analyze how the leader, or the organization as a whole, approached visioning. To do so, answer the following questions.

##### Question 1

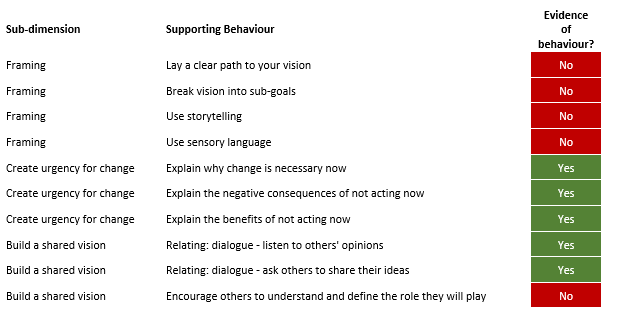
How did your selected leader, or their organization, effectively use visioning to inspire others? In your answer, consider the following criteria:

* Clearly identify which case study you selected.
* Associate the behaviors exhibited in your selected case study with the relevant sub-dimensions of visioning.
* Note any sub-dimensions of visioning that were not represented in your case study.
* With the information available to you, suggest how the approach to visioning used in your selected case study could have been strengthened in order to inspire and motivate others further.

(200–250 words)

Start writing here:

Leader: Dr. Andy Plump



Above: a scorecard summarizing behaviours with / without clear evidence from the interview with Dr. Plump.

Dr. Plump’s vision can be characterized as creating urgency – the urgency to act now due to Takeda’s dwindling development pipeline and a lack of innovation. Dr. Plump describes “a case for change that was absolute” – which is an excellent example of “arrow time[[1]](#footnote-2)”. Dr. Plump clearly explained to his organization why change was needed, as well as the benefits (improved patient outcomes) and drawbacks (a “very poor” competitive performance).

Dr. Plump also exhibits strengths in building a shared vision: he describes efforts made to engage with senior stakeholders, listen to their opinions and seek their buy-in. He describes iterative testing of his internal communication “campaign” and focus group sessions. Both behaviours are proof that Dr. Plump encouraged others to share their ideas, and used feedback to refine his approach. Such an approach to organizational behavior is similar to the concept of “integrated learning loops[[2]](#footnote-3)” – cited as a key behaviour for succeeding in the 2020s.  
Dr. Plump does not describe any steps taken to help others understand and define the role they would play in the new plan.

Dr. Plump does not provide any evidence of how he framed his vision. Although he describes a lack of organizational focus on his arrival, he does not explain any efforts made to position a narrative for his new vision (other than the headline “dare to discover”).

The urgency for change and improvement to patient outcomes could be formed into a compelling story for Dr. Plump to tell. He could juxtapose the “nightmare scenario” described in the video but also relate the possible improvements to human health, using vivid, sensory language and activating others’ imaginations. He could also appeal to his colleagues’ ambition to stretch themselves in their work.

##### Question 2

How can you use the insights from your selected case study to strengthen your own visioning capability? In your answer, consider the following criteria:

* Reflect on which aspects of the approach to visioning used in your selected case study you find the most valuable and inspiring.
* Explain how you would like to incorporate these aspects into your own leadership approach. You may wish to include an example of a possible vision for your team or organization that you would like to communicate using the insights you have gained.

(150–200 words)

Start writing here:

The clarity and conviction with which Dr. Plump describes the case for change is striking. His body language and tone of voice convey a clear message and sense of urgency. I suspect this is linked to Dr. Plump’s authentic belief in the need for action, which is a result of his situational analysis, sensemaking and relating activities.

I can learn from his persuasive manner by researching, clarifying and articulating where I see major gaps in organizational capabilities, or poorly operating processes within my company. Such activities will support my current organizational challenge: creating a shared vision for the digital technology team at GE Healthcare, Life Sciences.

I can mimic Dr. Plump’s approach by discussing these gaps with multiple peers and stakeholders, seeking their feedback and ideas and observing how they respond to my communication.

I will also learn from Dr. Plump’s communication testing method. I will test new aspects of my vision and ideas and refine them as I progress. I will do this by discussing ideas with multiple stakeholders, encouraging their input and observing their response. I will represent the “dream” and “nightmare” scenarios for acting/not acting, and observe how my stakeholders respond to each.

#### 3. Rubric

Your submissions will be reviewed according to the rubric below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Criteria not met** | **Criteria met** | **Good** | **Exceptional** |
| **Analysis of approach  to visioning used in selected case study (Question 1)**  *Participant explains how the behaviors in their selected case study align with the sub-dimensions of visioning, notes whether any sub-dimensions did not form part of the approach to visioning in the case study, and suggests how the approach could be strengthened.* | No submission or attempt.  OR  The response is not related to the question. | Participant partially analyzes the approach to visioning used in their selected case study. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant adequately analyzes the approach to visioning used in their selected case study. All relevant aspects are addressed. | Participant perceptively analyzes the approach to visioning used in their selected case study. All relevant aspects are insightfully addressed. |
| **Applying the approach to visioning in your own context (Question 2)**  *Participant highlights which aspects of the approach to visioning used in their selected case study they found the most valuable, and explains how these aspects can be applied in their own context.* | No submission or attempt.  OR  The response is not related to the question. | Participant partially highlights which aspects of the approach to visioning used in their selected case study they found most valuable, and how these aspects can be applied in their own context. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant adequately highlights which aspects of the approach to visioning used in their selected case study they found most valuable, and how these aspects can be applied in their own context. All relevant aspects are addressed. | Participant perceptively highlights which aspects of the approach to visioning used in their selected case study they found most valuable, and how these aspects can be applied in their own context. All relevant aspects are insightfully addressed. |
| **Structure and logic of writing**  *Submission is clearly and logically structured.* | No submission or attempt. | Submission has some logical structure and is clear enough to comprehend. | Submission is well-structured in terms of logic and clarity. | Submission is exceptionally well- structured in terms of logic and clarity. |

1. Dr. Ancona, MIT Sloan Leadership in an Exponentially Changing World 2020-02-26, lesson 4.1, section 3.2 [↑](#footnote-ref-2)
2. “5 days for business leaders to win in the 2020s”, Rich Lesser, World Economic Forum, https://www.weforum.org/agenda/2019/01/how-business-leaders-can-win-in-the-2020s/ [↑](#footnote-ref-3)